# UPTOWN NEIGHBORHOOD ACTION STRATEGY

Harrisburg, Pennsylvania

# **Uptown Neighborhood Action Strategy**

Harrisburg, Pennsylvania

#### **Partners**

Wesley Union Community Development Corporation
The City of Harrisburg
New Hamilton Community Development Corporation

#### Consultant

Urban Research and Development Corporation Bethlehem, PA

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#### Acknowledgments

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# UPTOWN NEIGHBORHOOD ACTION STRATEGY

#### **EXECUTIVE COMMITTEE**

Wesley Union CDC

Reverend Jimmy Allen Thomas Terri R. Wilson Pamela Thompson

**New Hamilton CDC**Jacueline Phillips-Martinez

City of Harrisburg

Daniel Leppo Christopher Wonders

Evelyn Johnson, Resident Patricia Burns, Resident Luz Giboyeaux, Resident Colleen Edwards, Resident

> Waypoint Bank Ronald Guss

Homeland Center

Barry Ramper Tama Carey (Previous Ex. Dir.)

Loveship, Inc.

The Honorable Linda Thompson

Harrisburg Fair Housing Council

Melvin Johnson

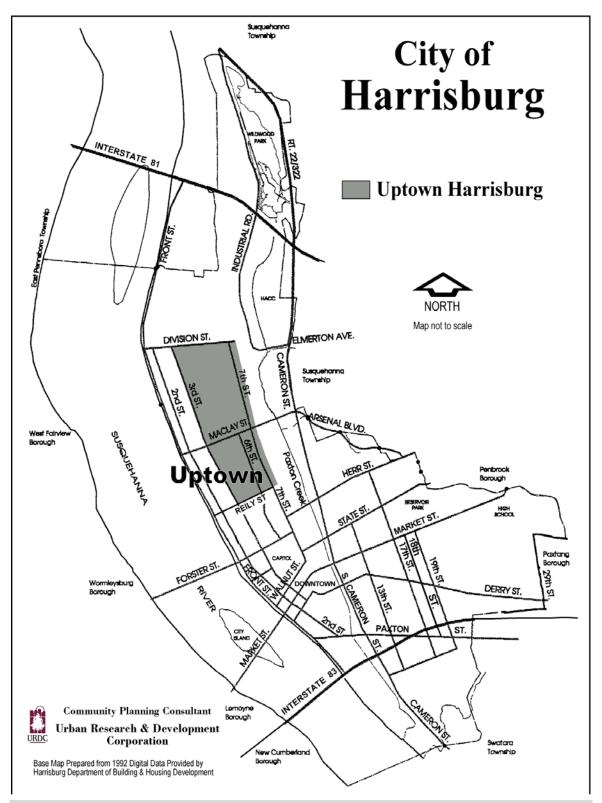
Neighborhood Center

Jairee Counterman

Mark Stewart, Esq. Carlton Ketchen, PA DCED Christopher Markley, Pinnacle Health

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The Uptown Neighborhood, for the purpose of this strategy, includes the area bounded by Division Street in the north, the North 7<sup>th</sup> Street corridor in the east, Reily Street in the south and North 3<sup>rd</sup> Street in the west. The use of the name "Uptown" is not intended to exclude or disregard the significance of any sub-area within this study area.

### A Neighborhood Action Strategy

#### Benefits of a Neighborhood Action Strategy

### What is a Neighborhood Action Strategy?

A Neighborhood Action Strategy contains goals and actions for the improvement of a specified area. Goals and actions are based on a vision of the future, which is shared, by area residents, businesses, property owners, service providers and government agencies.

#### What are the Benefits?

A Neighborhood Action Strategy translates the above vision into a blueprint for a tangible and measurable revitalization effort. A Neighborhood Action Strategy is also beneficial because it: identifies neighborhood needs, assets and opportunities; establishes a result-oriented Action Program for implementation; provides a basis for attracting new funding sources and reinvestment in residential, commercial, industrial and other development efforts; and strives to enhance neighborhood livability.

### Background and Process

### **Preparation of the Action Strategy**

The process that created the Uptown Neighborhood Action Strategy began through separate but related initiatives of the Wesley Union Community Development Corporation (WUCDC), the New Hamilton

Community Development Corporation (NHCDC) and the City of Harrisburg. Prior to preparing this comprehensive neighborhood revitalization strategy, both CDC's were actively involved in Uptown neighborhood revitalization efforts. The City was also finalizing the update of the Comprehensive Plan, which, among other things, is intent on strengthening and improving Harrisburg's neighborhoods.

A concentrated, five-step process began in February 2000. The process was actively supported and funded by various public and private sources that are confident that the Uptown Neighborhood can have a greater vision in the future.

The Uptown Neighborhood Action Strategy is the neighborhood's strategy. The process of developing it directly involved neighborhood residents, organizations, business people, institutions and other stakeholders. Issues, assets and opportunities were identified, and vision statements and strategies were developed. Monthly Executive Advisory Committee meetings, public meetings, questionnaires and surveys provided additional responses and directions from neighborhood residents and organizations.

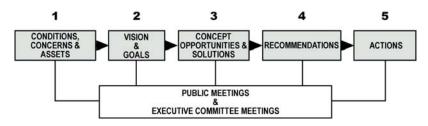
#### **Continuing the Process**

A deliberate, neighborhood-based, comprehensive process produced a creative yet practical and feasible approach to the future. This Neighborhood Action Strategy will enable Uptown residents, businesses, organizations, and institutions to take charge of their future.

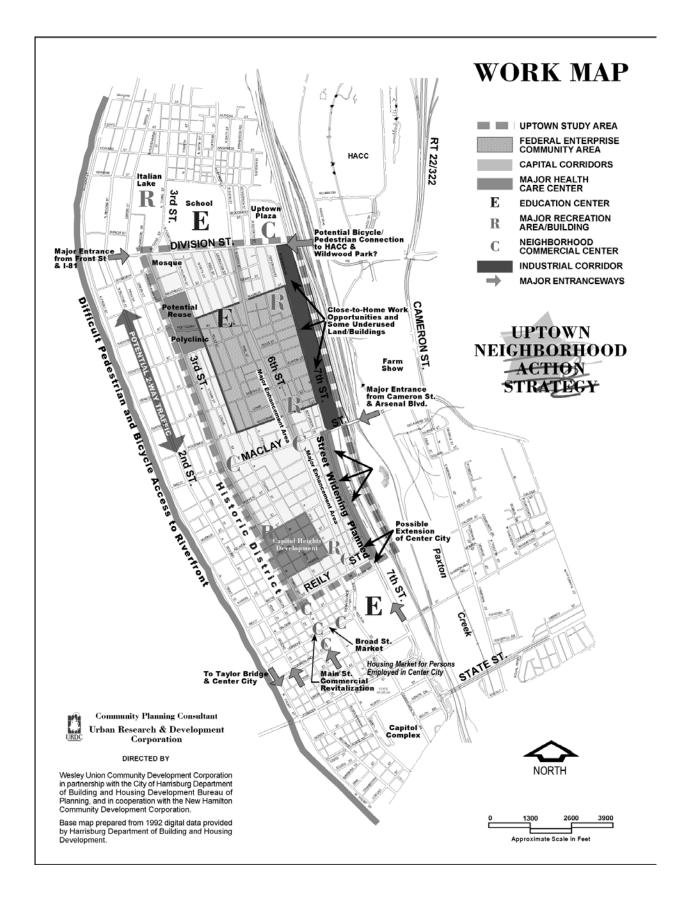
### **Uptown Assets & Opportunities From Public Meetings**

- Geography (well situated in the City) proximity to the Capitol, HACC, Farm Show, etc.
- Good Access (to I-81, Front St., Cameron St., Maclay, St., etc.)
- Existing Population Base (Built-in Market & Labor Force)
- ☐ Enterprise Community Status
- 7th Street Industrial Corridor
- ☐ Polyclinic Hospital
- ☐ Homeland Center
- ☐ Many Churches
- □ Park & Recreation Areas
- Camp Curtin YMCA
- ☐ Fire Museum
- Neighborhood Centers
- Underused Areas and Buildings with Infrastructure In Place
- Many Vacant Lots (potential Adopt-A-Lots, in-fill development)
  - A Mix of Land Uses
- ☐ Positive Trends: Anti-sprawl,
  - Urban Renaissance
- Strong Leadership & Commitment
- ☐ Project Funding Opportunities
- ☐ Library (potential relocation?)
- ☐ Hamilton Health Center
- ☐ Loveship, Incorporated
- ☐ Historic Districts / Sites
- ☐ Architectural Assets
- □ Neighborhood Schools
- ☐ 6th & Maclay Hudson Building
- ☐ New Businesses
- Camp Curtin BBQ
- Opportunity: Maclay Between 7th and 6th Gateway
- Housing
- Regional Red Cross Headquarters
- ☐ Governor's Residence
- ☐ HACC Technology Center
- 7th & Radnor Field/Playground

#### UPTOWN NEIGHBORHOOD ACTION STRATEGY PROCESS



- ☐ Pedestrian-Friendly Street Layout
- Public Transit



### Neighborhood Goals and Functions

#### Goals

Ten diverse goals guide specific project and actions. They serve as a bridge between Uptown's current problems and future visions. They summarize the most important expressions of neighborhood resident concern, opportunity and vision. They evolved from past neighborhood meetings, from policies and recommendations of the City's Comprehensive Plan, from the Residents Survey, from the City's Consolidated Plan meetings, and from public workshop meetings, and from Executive Committee meetings.

- ☐ Develop pride, participation, and leadership to ensure an outstanding future for Uptown.
- ☐ Provide housing opportunities and choices, to enable people to live here at every stage of their lives.
- Maintain, rehabilitate, and build housing to save, upgrade, and increase Uptown's living standards.
- Make the neighborhood safer and more secure.
- Attract jobs to Uptown and get residents to jobs outside the neighborhood.
- Improve Uptown's visual image and beautify its streets and spaces.
- Improve existing businesses and establish new ones to serve the needs of neighborhood residents and employees.

- Continue and strengthen the Neighborhood's schools, churches, health care centers, and recreation places.
- Stimulate private investment in the rehabilitation and construction of buildings.
- Create opportunities to meet specialized large-scale commercial needs of people living and working in Uptown and nearby center city.

#### Key Neighborhood Functions

ost functional neighborhoods are cohesive neighborhoods.
Cohesive neighborhoods display dynamic, mixed-use, land-use patterns. Residential dwellings coexist with or possess proximity to compatible non-residential land uses providing employment opportunities, recreational opportunities, goods or services, and other support activities normally required by neighborhood residents in their daily lives.

In the Uptown Neighborhood there are different sub-areas which when better defined and strengthened, will each serve a primary purpose and complement one another. Nine main functional areas are suggested for the neighborhood. In addition to these functional areas, there are other complementary areas which also need to be recognized because of their importance. These complementary areas include: many individual neighborhood facilities (schools, churches, parks, other major neighborhood facilities), the Historic District and the Enterprise Community Area. The map on the following page shows the appropriate locations for these functional areas.

#### **Primary Residential**

### Preservation and Rehabilitation Areas

Residential Preservation and Enhancement Areas comprise the largest functional area of the neighborhood. In these areas, continued and expanded residential rehabilitation and conversion efforts are encouraged. Removal of some deteriorated buildings, construction of in-fill housing (where appropriate), and the creation of more open space and parking will strengthen these areas.

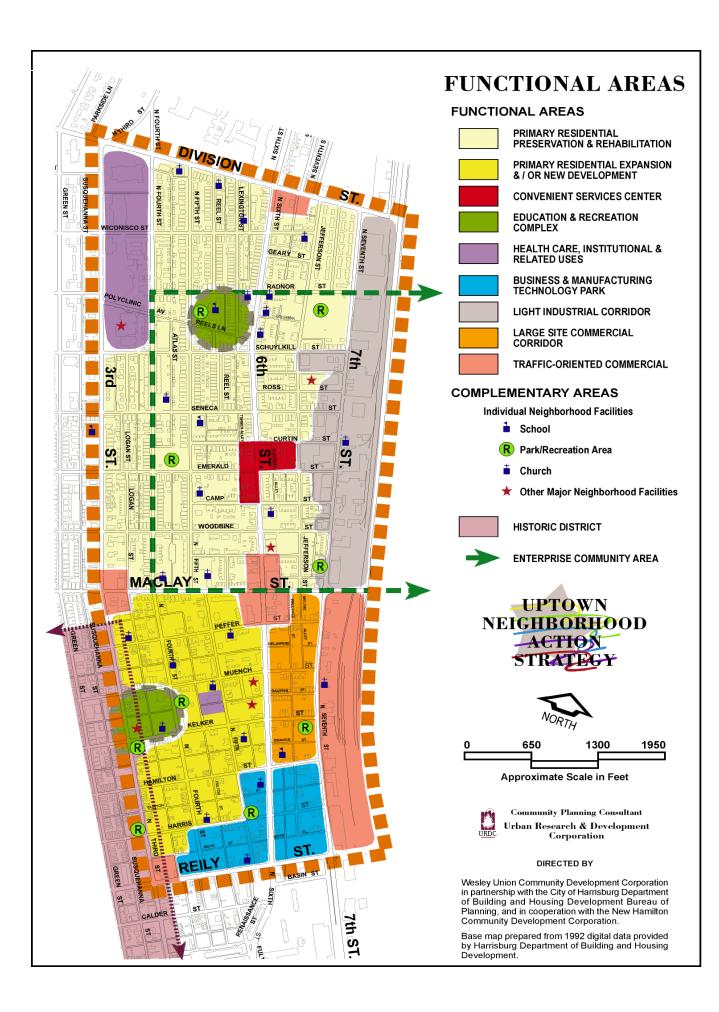
#### Primary Residential Expansion and / or New Development Areas

Primary Residential Expansion and/or New Development Areas are designated functional areas where opportunities exist for residential expansion and planned residential developments. The intent for these areas is to provide a quality living environment and a variety of affordable housing types. Most of these identified areas are situated south of Maclay Street, north of Harris Street and west of North 5<sup>th</sup> Street.

### **Convenient Services Center**

The Convenient Services Center functional area is centrally located along North 6th Street, between Camp and Curtin streets. The intent is to make the neighborhood more livable through:

- providing convenient access to a range of goods and services such as retail shopping, personal services, leisure time opportunities and public services;
- 2. savings of time, trouble and travel costs whiles creating a unique social and neighborhood identity.



### **Education and Recreation Complexes**

Education and Recreational
Complexes are functional areas where
combinations of education and
recreation uses are encouraged. They
are focal points for educational,
cultural and social activities and
recreation. Areas at and adjacent to
the Steele Elementary School and the
Neighborhood Center of the United
Methodist Church are suggested
locations for continuing and
expanding these dual uses.

### Health Care, Institutional and Related Uses

These functional areas recognize the health care, institutional and related uses which already exist: 1) in the area bounded by North 3<sup>rd</sup>, Schuylkill, North 4<sup>th</sup> and Division streets and 2) in the area of the Hamilton Health Center. The intent is to encourage the continuation and enhancement of heath care, institutional and other compatible uses at these locations.

### **Business and Manufacturing Technology Park**

This functional area includes the former AMP building and its parking areas, and other adjacent and nearby tracts which are underused. The functional area offers an opportunity for the creation of a business and manufacturing technology park. The intent is to have a place in the Uptown Neighborhood providing close-to-home job training and employment opportunities.

#### **Light Industrial Corridor**

The corridor is located along North 7<sup>th</sup> Street, north of Maclay Street. Various businesses and industrial uses have developed within this corridor but underused land and buildings offer opportunities for

additional use and development. The

intent is to use the functional area for close-to-home job opportunities and to encourage appropriate industrial uses to this corridor, especially those that are related to construction, maintenance and repair trades. Part of this concept also includes improving the overall appearance of the corridor (street trees, screening unattractive areas, etc.).

### Large Site Commercial Corridor

The large amounts of vacant/underused land between 6<sup>th</sup> and 7<sup>th</sup> streets, together with the improved access resulting from the future widening of North 7<sup>th</sup> Street (Capital Corridors Program), offer an excellent opportunity for large-site commercial development in the Uptown Neighborhood. The intent is to attract uses such as a Wal-Mart or K-Mart, a Home Depot or Lowe's Home Improvement Center or a grouping of smaller home improvement stores, a Giant or Weis food market or other similar commercial uses.

### Traffic-Oriented Commercial

The Traffic-Oriented Commercial areas offer a wide variety of commercial goods and services. Major areas are along North 6<sup>th</sup> Street, north and south of Maclay, and the entire east side of North 7<sup>th</sup> between Maclay and Reily streets. Other smaller Traffic-Oriented Commercial Areas are located in the vicinity of Reily and North 3<sup>rd</sup> streets, 3<sup>rd</sup> and Maclay streets, and Division and North 6<sup>th</sup> streets. Well-planned, attractive commercial development is part of the concept.

#### Complementary Areas

**Individual Neighborhood** 

#### **Facilities**

The Functional Areas Map recognizes the neighborhood's major existing community facilities which include schools, churches, park and recreation areas, and other major facilities such as the Neighborhood Center of the United Methodist Church and the Camp Curtin YMCA. These facilities function to provide a positive and stabilizing influence, and enhance the neighborhood's livability. The intent is to identify and strengthen these facilities, and where possible, link them to other appropriate facilities and functional areas.

#### **Historic District**

The functional area, which is part of Harrisburg's local historic district, includes the properties fronting on North 3<sup>rd</sup> Street, south of Maclay. Development, rehabilitation and other activities within this district should take place in a manner consistent with the City's historic preservation objectives. North 6<sup>th</sup> Street is an eligible National Register Historic District for future consideration. Other historic areas exist Uptown, including the original Camp Curtin where additional memorial enhancements would be appropriate.

#### **Enterprise Community Area**

The area of the Uptown bounded by Radnor, North 7<sup>th</sup>, Maclay and North 4<sup>th</sup> streets is part of Harrisburg's Federally-designated Enterprise Community (EC) area. This designation offers valuable incentives including investment tax credits, tax abatement on new investments, below market-rate financial assistance programs, subsidized job training, developer fee waivers, and marketing and promotion assistance.

### Key Reinvestment Areas and Projects

#### Uptown – as a Total Opportunity Area

The entire Uptown offers much potential for reinvestment, development and positive improvement. Vacant and underutilized land and buildings can be found at scattered locations throughout Uptown. The Historic District, the Federal Enterprise Community Area, the U. S. Small Business Administration's designated Sub-Zone, the City's Capital Corridors (3<sup>rd</sup> and 6<sup>th</sup> Streets), and other locations offer excellent opportunities for reinvestment and improvement.

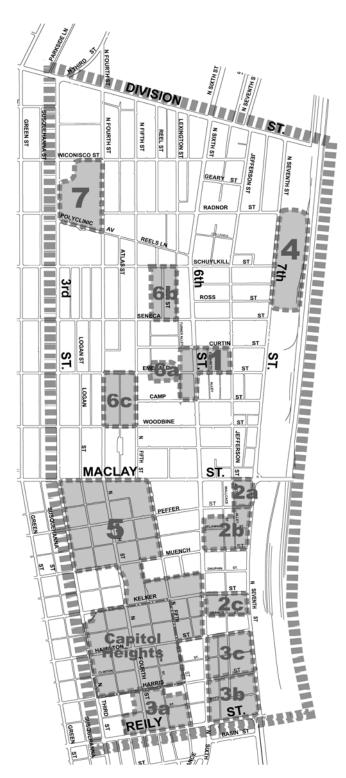
# Specific Opportunity Areas and Projects

Seven opportunity areas are particularly significant because of their strategic locations, current conditions and future potential. Revitalization of these areas will make them catalysts for many other possible changes in the neighborhood.

An opportunity area may have one or more strategic projects within it. In most instances, there is more than one place that a project can be located and projects may occur independently or in combination with other projects. Most projects can be done at the same time, and many can be accomplished in two or more phases.

The opportunity areas, and the strategic project ideas described for each of the opportunity areas, have high potential for changing the image, physical condition and economic

#### **OPPORTUNITY AREAS**



entire neighborhood.

#### Opportunity Area 1 Convenient Services Center

#### **Revitalization Concept**

pportunity Area 1 is in the heart of Uptown, along one of the City's Capital Corridors and in the designated Federal Enterprise Community (EC) Area. It comprises about five acres. It includes the area along North 6th Street, between Curtin and Camp streets, and the area to the east, which is bounded by Elizabeth Alley, Curtin Street, Jefferson Street and Emerald Street. In this highly visible area.

there are many vacant properties and a significant number of severely dilapidated buildings which pose a blighting influence to other nearby uses and the rest of the neighborhood.

The intent is to redevelop this area as the

site for a convenient services center that will:

- conveniently serve the neighborhood by providing access to a range of goods and services such as shopping, personal services, leisure time opportunities and certain public services,
- produce savings of time, trouble and travel costs whiles creating a unique social and neighborhood identity.

Key components for revitalization

of this area include: land acquisition, demolition of dilapidated and other select buildings, construction of new buildings and parking areas, streetscape and facade improvements, and pedestrian circulation improvements. The concept involves making the area very attractive and pedestrian friendly.

#### **Potential Projects**

ST.

Convenient Services Center

Development of a *convenient*services center is a major project
proposed for Opportunity Area 1.
This development could be one or two
large buildings with multi-uses or 5 to
10

N. SIXTH ST.

New Parking Bodistern New Parking Bodistern New Parking Bidg.

New Parking New Parking Bodistern New Parking Bodistern New Parking Bodistern New Parking Bidg.

New Parking New Parking Bodistern New Parking Bidg.

CURTAIN

ONE EXAMPLE CONCEPT PLAN SHOWING BUILDINGS, PARK-ING AREAS AND PEDESTRIAN ENHANCEMENTS FOR A CONVENIENT SERVICES CENTER IN OPPORTUNITY AREA 1.

smaller nearby buildings. It could include such businesses as a deli, auto parts, a food convenience market, a coffee shop, hardware store, a pharmacy, a banking center, a branch library with computer facilities, and a variety of personal services (tax preparation, credit counseling,

medical, legal services, etc.). The idea is to create an attractive and wellplanned development with pedestrianfriendly circulation. There are many benefits for undertaking this type of project at this particular location. Some of these benefits include: improved neighborhood convenience and livability; blight removal; neighborhood beautification; reuse of vacant and underused land: increased tax ratables; and walk-to opportunities. It would also meet a need that has been expressed in the Uptown Needs and Opportunities Survey and during public meetings.

Some of the identified uses require approximate lot areas of:

- branch bank 14,000 square feet or 0.32 acres
- □ auto parts 20,000 square feet or 0.46 acres
- □ convenience store 11,000 square feet or 0.25 acres
- ☐ medical services center 17,000 square feet or 0.39 acres
- hardware store 23,000 square feet or 0.53 acres
- pharmacy 20,000 square feet or 0.46 acres
- □ branch library 10,000 square feet or 0.23 acres

#### Youth and Family

Recreation/Entertainment Complex

Multi-purpose youth and family
recreation/entertainment

complex might be another project that could take place in conjunction with the convenient services center. The facility could be designed in many sizes and configurations. It might include a large gymnasium (with court space adaptable for various activities including basketball and volleyball), skating, a swimming pool, a track for running, batting cages, weight room, fitness equipment, and other recreation facilities.

A project such as this would help address a need that was reported in the

resident survey, and during workshops and public meetings. It would provide an additional place for youth and family recreation and entertainment in the Uptown. Market and project feasibility studies will be needed to determine project development potential. Also, there needs to be coordination with the YMCA to avoid duplication of facilities and programs.

even the expansion of existing local retail stores -- including grocery stores.

Given the significant amounts of available land, the existing and growing built-in Uptown market base, the excellent access (and potential increased customer traffic) that will be afforded by the future 4-lane 7<sup>th</sup> Street boulevard, and the potential for double

Home Depot's philanthropic budget for Year 2000 was more than \$18 million. Home Depot also partners with the Habitat for Humanity to help make the dream of home ownership a reality. Lowe's also takes an active part in the communities it serves through programs like Lowe's Charitable and Education Foundation and Lowe's Home Safety Council.

If a major-name store cannot be attracted, a similar but smaller home improvement store or a grouping of small stores related to home improvements could locate here (paint and wallpaper, hardware, appliances, etc.).

A project like this would: address a major need in the Uptown expressed in the resident survey; make productive use of vacant / underused and blighted land; provide jobs; increase tax ratables; and provide opportunities for close-to-home shopping.



AREAS OF VACANT LAND BETWEEN N. 6th AND N. 7th STREETS OFFER OPPORTUNITY FOR NEW DEVELOPMENT

#### Opportunity Area 2 Large Site Commercial

#### Revitalization Concept

pportunity Area 2 has three subareas (2a, 2b and 2c) that are situated between 6<sup>th</sup> and 7<sup>th</sup> streets, north of Hamilton and south of Maclay streets. Here there are relatively large concentrations of vacant and underused land. Area 2a consists of about 1.2 acres, Area 2b has about 4.2 acres and Area 2c consists of about 2.3 acres.

The proposed widening of North 7<sup>th</sup> Street to four lanes in this area and the related intersection improvements, together with the available vacant land, offer excellent potential for large site commercial development.

The revitalization concept for these opportunity areas is to attract uses such as large discount department stores, home improvement stores, or

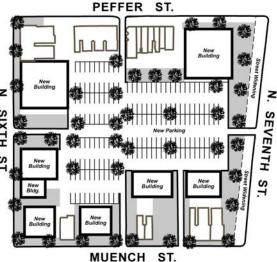
frontage on 6<sup>th</sup> and 7<sup>th</sup> Streets, it appears possible to attract such uses to Uptown. Only, well-planned and attractive development would be encouraged.

#### **Potential Projects**

#### Home Improvement Stores

Home improvement stores such as The Home Depot or Lowe's Home Improvement Center or smaller versions of these stores would be an excellent use for this area. These types of stores cater to the do-it-yourself market, as well as home improvement, construction and building maintenance professionals.

The major stores typically stock more than 40,000 different kinds of building, home improvement, and lawn and garden products. An added bonus in attracting one of these major-name stores is the fact that these stores have philanthropic budgets which are directed back to the communities they serve. For example,



ONE EXAMPLE CONCEPT PLAN
SHOWING GROUPINGS OF
SMALLER STORES IN
OPPORTUNITY AREA 2b. THE
STORES COULD BE ORIENTED
TO HOME IMPROVEMENTS.
Variety / Discount Department Store

\[ \begin{align\*} \text{nother possible development} \end{align\*}

Project for this opportunity area

would be a major variety/discount department store such as a Wal-Mart or K-Mart. These stores offer a wide variety of merchandise, including apparel for women, girls, men, boys and infants. They also carry domestics, fabrics and notions, stationary and books, shoes, house wares, hardware, electronics, home furnishings, small appliances, automotive accessories, horticulture and accessories, sporting goods, toys, pet food and accessories, cameras and supplies, health and beauty aid pharmaceuticals, jewelry, and an assortment of grocery merchandise.

A variety store / discount store such as this would also: address a major need in the Uptown expressed in the resident survey; make productive use of vacant / underused and blighted land; provide jobs; increase tax ratables; and provide opportunities for close-to-home shopping. A major discount department store such as typical Wal-Mart will require a building of about 90,000 square feet.

#### **Discount Stores**

nother possible development Aproject for this opportunity area includes discount stores such as Family Dollar, Dollar Express or Dollar Tree. This type of use would also help meet an identified need and would have other benefits similar to the above project.

A dollar-type store is generally made part of a retail strip mall. Such a store requires 25 or more parking spaces, a 6,000 square foot building, and 15,000 square feet of lot area (a of an acre).

#### Groceries

esponses from the resident survey expressed a need for expanded food market opportunities. This need could be addressed by existing Uptown and nearby food stores through expanded marketing and merchandising.

In the future, there may be a need to consider additional grocery store opportunities to serve Uptown residents. It is noteworthy that a major store such as a Giant or Weis generally requires a 30,000 to 50,000 square foot building, 200 to 300 parking spaces, and 120,000 to 165,000 square feet of lot area (2.75 to 3.8 acres).

#### Family Restaurant

Family restaurants were ranked as one of the top five most needed commercial uses identified in the resident survey. This opportunity area would be a prime location for a national restaurant chain such as Friendly's or Perkins or a small independent operation.

A major restaurant chain store may be part of a strip mall or stand-alone. A store of this type generally requires a 6,000 to 8,000 square foot building, 50 to 100 parking spaces, and 24,000 to 43,500 square feet of lot area (0.55 to 1.0 acre).

#### Movie Theater

The resident survey identified the **I** need for more opportunities for entertainment in the Uptown area. The potential for a *movie theater*. such as a Johnson Theater which features first-run movies and has seating for 2,700 would help address this need. Through the efforts of basketball legend Magic Johnson, movie theaters are locating in inner city neighborhoods which have been typically shunned by national retailers and amusement companies. One of his 9-screen theaters opened in Harlem and another one is being planned in Newark, New Jersey.

Churches could be used as a movie theater and for youth / family entertainment activities. Many churches have high ceilings and adequate seating arrangements. With this concept, the churches can control the types of movies that are shown. Church members can serve as the

initial market base.

Several survey respondents listed movie theaters as needed uses.

#### **Entertainment and Sports Skills Development Center**

nother possible strategic project for Opportunity Area 2 is an entertainment and sport skills *development center*. The complex would appeal to recreation and sportsminded persons. It could provide a vast array of sports options to many ages, families and interest groups. The facility could include sport skills teaching facilities, meeting rooms and rental space for sports training, sports banquet facilities, health club and fitness areas, basketball courts, multipurpose open areas, batting cages, swimming pool, skating areas, indoor miniature golf, and other facilities. Part of this complex could be an entertainment center that would include a movie theater, bowling alley and other family entertainment uses. It could be developed by the private sector or a non-profit organization.

Site size requirements will depend upon the specific uses and required parking.

#### **Opportunity Area 3 Business & Manufacturing Technology Park**

#### Revitalization Concept

pportunity Area 3, which has three sub-areas, includes the former AMP building and its parking areas, the vacant dress factory building, and other adjacent and nearby areas which are underused. These areas offer opportunities for the creation of a business and manufacturing technology park. The intent is to have a place Uptown for close-to-home job training and employment. The concept builds on HACC's reuse of the former AMP building as the Community Center for

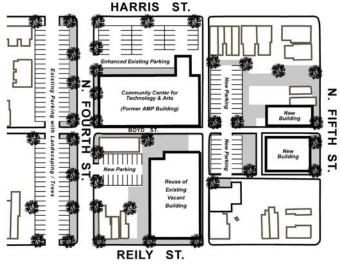
Technology and Arts, and transforms the area into an attractive, wellplanned business and manufacturing technology park.

#### Potential Projects

Advanced Technology Center

Opportunity Area 3a consists of approximately six acres. It includes the former AMP building and its parking areas, the vacant dress factory building and other vacant / underused areas. It is a good location for an advanced skills technology training and manufacturing center. Given the fact that training, experience and competence at higher skill levels are keys to individual and industrial

success in a new and ever-changing



THIS EXAMPLE CONCEPT PLAN SHOWS ADDITIONAL BUILDINGS AND PARKING AREAS FOR AN ADVANCED TECHNOLOGY CENTER COMPLEX IN OPPORTUNITY AREA 3a.

manufacturing world, the intent is to build upon HACC's reuse of the AMP building and to use this opportunity area for specialized training and manufacturing. The concept of advanced skill training has been successfully applied in a number of model places, such as the Cleveland Advanced Manufacturing and Learning Center, the Erie Regional Skill Center, and the Bidwell Training Center, Inc. The center would be used as a teaching factory where people receive instruction on state-of-the art manufacturing equipment used by local companies. Select manufacturing uses would also be part of this center.

This project will address an identified need and will benefit Uptown residents by providing them with the type of education and job training they need to improve their way of life. It will also benefit local employers and make production use of vacant buildings and underused land areas.

#### Small Business / Industrial park

Opportunity Area 3b (5.6 acres) and Opportunity Area 3c (5.2 acres) could be developed as a planned small business / industrial park. It would serve as an attractive place for new, expanded and relocated companies. It could also serve existing industrial uses that are now located in

inefficient converted residences, garages or mixed used areas where conflicts occur. It can provide a place for companies that are involved with the advanced skill training and manufacturing center described above. The intent would be to provide flexible lot offerings, with a variety of lot sizes and configurations. The area would be well planned and properly landscaped. Shared parking and loading areas, and other common areas could be provided. This project would also address the need for more local

jobs and make productive use of vacant and underused areas.

# Opportunity Area 4 Construction & Maintenance Trades

#### Revitalization Concept

pportunity Area 4 is located along the east side of North 7<sup>th</sup> Street corridor, north of the U.S. Post Office and south of the Penn State Exposition Services building. The area already is industrially oriented and includes the D & H Distributing buildings. Within the existing building space, there is more than 110,000 square feet of building space available for lease. This entire area is part of the designated Federal Enterprise Community Area and SBA Sub-Zone which offer economic development advantages and incentives.

#### **Potential Projects**

#### Small Housing Improvement Contractors Center

Older homes occupy most of the Uptown area. Housing rehabilitation, repair and maintenance are, and will continue to be needed on an aggressive, on-going basis in the neighborhood. Given this situation, there is potential for developing a *Small Housing Improvement Contractors Center*.

Contractors would focus housing improvements and might share common facilities such parking lots and reception areas. They would not require large inventories, large production space or heavy trucking. Yet these contractors may employ a considerable number of workers who perform work only at project locations. Possible uses might include: painting, roofing/siding/spouting, windows, cleaning and property maintenance, plumbing and electrical

contractors, appliance repair other property maintenance, windows, etc.

The major benefits of a project such as this include: close-to-home jobs; access to nearby local contractors within the Uptown to help meet housing rehabilitation needs; reuse of underused land and buildings; and increased tax ratables.

#### Other Projects

Other types of appropriate light industrial uses could locate in this opportunity area and would have similar benefits to those mentioned above.

#### Opportunity Area 5 Planned Residential Development

#### Revitalization Concept

Opportunity Area 5 comprises much of the area labeled "Primary Residential Expansion and / or New Development" on the Functional Areas Map. Within this area, opportunities exist for residential expansion and planned residential developments.

The intent is to provide a quality living environment and a variety of affordable housing types.

#### Potential Projects

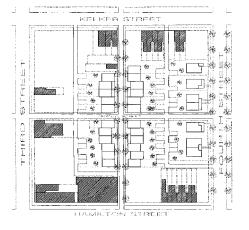
Planned Residential Development

apitol Heights is one example of a

Planned Residential

**Development** (PRD). PRD's are appropriate where larger vacant properties exist or where vacant, underused and/or deteriorated properties can be assembled for redevelopment. They are sometimes called "planned unit developments" because they are totally planned as a single unit.

Developers are usually given some incentive (e.g., design flexibility, density bonuses, land and/or



# CAPITOL HEIGHTS

infrastructure, grants, etc.) to entice them to undertake PRD projects. PRD developers are usually given the opportunity to build a mix of housing types. This provides a developer with freedom to choose housing types that meet market requirements and flexibility to achieve better land planning and development by fitting different housing types to the characteristics of the site and adjacent areas.

#### Senior Housing or Assisted-Care Housing Development

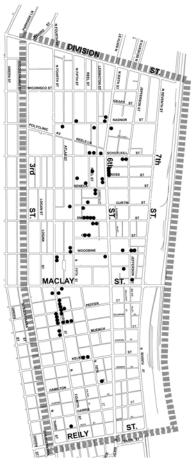
A senior housing or assisted-care housing development could be part of a PRD or could be developed as a separate use. A major benefit of this type of development is

benefit of this type of development is that it will enable seniors who now live here to continue to live Uptown in a quality living environment. Senior and assisted-care housing will become more and more important, and projects such as this will serve as key components to a person's housing cycle.

#### Opportunity Areas 6a, 6b and 6c Housing / Neighborhood Residential Opportunities

Opportunity Areas 6a, 6b and 6c were selected because they are

good areas that demonstrate opportunities for residential in-fill, targeted residential rehabilitation, and the creation of residential block parking and/or open space areas. Other similar areas exist in residential areas throughout the Uptown.



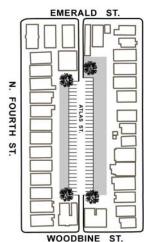
POTENTIAL IN-FILL HOUSING LOCATIONS

#### **Potential Projects**

In-Fill Housing

pportunity Area 6a includes the

properties
located along
Emerald Street,
between Turner
Alley and North 5<sup>th</sup>
Street. Within this
residential area there

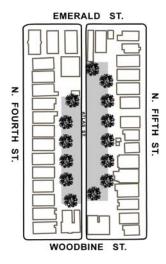


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are four vacant lots with excellent potential for *in-fill housing*. In-fill housing development on these vacant lots can help provide additional housing opportunities, which were an important need identified in the resident survey. Community Housing Development Organizations (CHDO's) and others should be encouraged to undertake in-fill housing projects.

#### Residential Block Open Space / Parking

pportunity Area 6b is bounded by Emerald, North 5<sup>th</sup>, Woodbine and North 4<sup>th</sup> streets. Atlas Street (a back alley) extends through the middle of this area. The vacant land that now exists along Atlas Street (where deteriorated homes used to be) offers potential for either residential block open space or *parking*. Rather than



EXAMPLE RESIDENTIAL BLOCK OPEN SPACE CONCEPT--OPPORTUNITY AREA 6c.

new in-fill housing on a back alley (a use that would likely aggravate the already existing high density situation), open space and parking in these areas can help improve the livability within this residential block.

very nice and in good condition, some homes in the process of being rehabilitated and some homes (four) are boarded up and in very poor condition. In order to strengthen and enhance this inner residential block *targeted residential rehabilitation* is needed. Additional housing rehabilitation was indicated as a major need in the residents survey.

WICONISCO STREET

FOURTH STREET

FOU

# Opportunity Area 7 Hospital and Compatible Uses

#### Revitalization Concept

his area includes the North Campus of Polyclinic Hospital. The hospital is evaluating the feasibility of potential reuses for the older buildings, which are located north of Polyclinic Avenue. The revitalization concept encourages uses that are compatible with the existing buildings and surrounding residential area, which is stable and attractive.

NORTH CAMPUS POLYCLINIC HOSPITAL

#### EXAMPLE RESIDENTIAL BLOCK PARKING CONCEPT --OPPORTUNITY AREA 6c.

Major benefits include additional parking, open space areas which create a lower density atmosphere and improves livability, and blight removal. The open space offers a convenient place for children and adults to play.

#### Targeted Residential Rehabilitation

Opportunity Area 6c includes properties along Reel Street, between Seneca and Schuylkill streets. This is a solid residential block with homes that are in a variety of different conditions. Some homes are

#### **Potential Projects**

#### Charter School

charter school is being proposed for the Educational Building, which is located on the north end of the Polyclinic Hospital Complex facing Wiconisco Street. It is a fourstory, 127,000 square building formerly used as the hospital's Residential School of Nursing. The building, which is in very good condition, includes instructional classrooms, lecture rooms, a library, an auditorium, a cafeteria with food preparation space, and various other educational facilities and equipment. The building also offers dormitorystyle and apartment-style living

accommodations in the upper two floors.

The intent of school is to provide disadvantaged and academically atrisk students with a practical, yet rigorous, residential education. The curriculum will foster academic, vocational and personal skill development, focusing on direct hands-on participation in community projects. The school would accept students in grades 9-12. Projected enrollment is 220 students.

#### Other projects

Reuse projects for the North Campus area are being studied. The identified possible projects should be reviewed in light of Uptown goals and directions that have been established for revitalization.

### Other Potential Uptown Projects

#### Academy, Charter and Specialty Schools

Several academy, alternative and charter schools exist or are being planned in the Uptown
Neighborhood, including Zion
Academy along N. 5<sup>th</sup> Street, The
Education and Family Life Center
planned along N.3rd Street, and the charter school proposed for the
Education Building at the Polyclinic
Campus. Potential exists for other schools and learning centers in the
Uptown Neighborhood.

#### Multiple Uses of Churches/Places of Worship

Over twenty churches are located Uptown. Most are large and have available parking. Many have underused space. Many churches, in

addition to worship services, are used for various community services. Some churches share parking spaces with the private sector. Churches often have a stabilizing influence and provide an element of trust, safety and security.

Given these characteristics and the fact there is a large and growing built-in market base, potential exists for *multiple use of churches/places of worship*. Some example uses include: after school activities such as the L.I.N.K centers, academy schools or charter schools, pre-school, child care, elder care, banquets and wedding receptions, cultural studios (art, dance music), movie theaters, indoor recreation, use of kitchen facilities for catering, and space leased to compatible small businesses.

Churches can also be used as a movie theater and for youth / family entertainment activities. In regard to movies, many churches have high ceilings and seating arrangements, and with this concept may control the types of movies that are shown. Church members can serve as the initial market base.

#### Housing Initiatives for Potential New Homeowners

Homeowner initiative projects which promote existing and new innovative programs for future homeowners will help increase the percentage of owned homes in the Uptown area.

#### Other Projects

In addition to the projects identified in this section, various other projects can be undertaken to help achieve the goals for Uptown revitalization. The Development Projects Action Group can assist in the evaluation and implementation of

these projects.

### Overall Actions

This section contains specific actions for Uptown revitalization. The actions relate to the following:

Ten Topics			
	Organization		
	Communication		
	Housing		
	Safety and Security		
	Education and Training		
	Image and Appearance		
	Transportation and Parking		
	Economic Opportunity		
	Land and Building Use		
П	Financing and Funding		

Neighborhood pride, leadership and self-help will be required for successful Uptown revitalization. The Uptown goals will only be achieved if there are initiatives by local residents, businesses, churches, schools, agencies and organizations. The City and others can help, but many of the goals and actions can be carried out best through neighborhood empowerment and self-help.

#### **Organization**

**Need for Organization** 

s the neighborhood addresses its A future through a variety of agencies, organizations and local residents, a focused and coordinated approach is essential to achieve success. The complexities of neighborhood revitalization dictate the need for one entity to act as an overall lead group. Although one entity should serve as the lead group responsible for coordinating the overall implementation of this Uptown Revitalization Action Strategy, successful revitalization must rely on several key groups, organizations and residents to play an active role.

Even the best of actions may be worthless without proper organization. Good organization will establish credibility in the cause and plan, and will maximize the efforts of many partners to get things accomplished.

An overall organizational structure is proposed to ensure that human energies and financial resources are focused on common

goals and are coordinated to be efficient and effective. Many public, private and nonprofit entities have their own interests, agendas and action programs. However, their participation together is necessary for a comprehensive, enthusiastic approach to Uptown revival.

A single, comprehensive organizational structure will not replace important existing entities or their programs. Rather, it will direct, coordinate, promote and support actions proposed in the Uptown Action Strategy. Without a concentrated organization, necessary

projects can be overlooked, vital initiatives can be stalled, precious human and financial resources can be wasted, and the overall vision of the future Uptown can be forgotten.

Fortunately, many organizations and programs already exist and could form a strong base for the overall organization structure. For example, the past and present initiatives of the Wesley Union Community Development Corporation, the New Hamilton Community Development Corporation, and others like them can lead the overall organization effort.

The ultimate organization structure

and

ensure continuity in the implementation of the Action Strategy.

### Organization for Uptown Action

The primary purpose of an organization for Uptown action is to implement the Uptown Neighborhood Action Strategy. This organization structure contains four basic components:

1. An "Uptown Action Corporation"

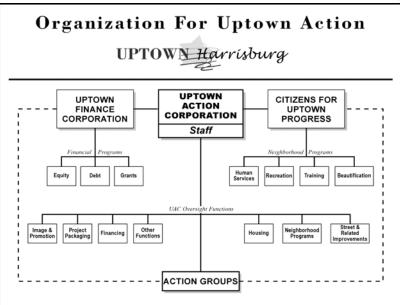
- A "Citizens for Uptown Progress" group
   An "Uptown Finance Corporation"
- 4. A variety of "*Action Groups*" for implementation.

### The Uptown Action Corporation

The Uptown Action Corporation (UAC) will be a private, nonprofit corporation as the nucleus of the total organization. The UAC will have representation from corporations; service businesses; financial institutions; community

development organizations; educational, health care and other institutions; commerce and economic development organizations; and others. An Executive Board, an Executive Director and staff could lead the UAC.

Some examples of key oversight functions include: housing rehabilitation, street and public works improvements, neighborhood image and promotion, real estate project facilitation, financing, neighborhood service programs, and others. UAC members and professional staff will assist the other three components of the overall



could be formulated quickly, or it could evolve over time.

A single organization structure will:

- ☐ improve the neighborhood's identity;
- empower the neighborhood to have greater influence on government and private sector decisions affecting Uptown;
- give special recognition and status to the Uptown Action Strategy as the blueprint for positive change;

organization: 1) the Citizens for Uptown Progress, 2) the Uptown Finance Corporation, and 3) the Action Groups. Assistance may also be provided to any other entities, as needed and requested, in their actions to implement the Neighborhood Action Strategy.

The Citizens for Uptown Progress

The Citizens for Uptown Progress (CUP) will bring together many and varied citizen interests and needs in a single representative organization. Individuals; citizen interest groups; churches; civic, cultural and recreation programs; family and youth service programs; and schools and job training will be among many interests that are coordinated and united into a strong voice for improving the lives of Uptown residents.

The CUP will have an Executive Committee and will be represented on the Executive Board of the Uptown Action Corporation. CUP may have its own neighborhood programs, and members will participate in relevant action groups intended to accomplish high priority projects and programs.

The Uptown Finance Corporation

The Uptown Finance Corporation (UFC) will bring together a variety of grant, equity and debt financing sources and expertise.

Members of the corporation will represent banks, securities firms, insurance and financial planning companies, labor unions, foundations, economic development corporations, public authorities, and government agencies.

The UFC will be led by a Board of Directors and may have staff support from the Uptown Action Corporation. The Finance Corporation will have representation on the Executive Board of the Uptown Action Corporation. The UFC will help obtain financing for worthy Uptown projects, especially those of investor and developer action

groups.

#### **Uptown Action Groups**

A ction groups will be the base for implementation of high priority tasks, projects and programs. Groups will have very specific, well-defined missions and they will consist of members who bring exceptional expertise, commitments, and resources to the group. Groups may have members from the Uptown Action Corporation, the Citizens for Progress and/or the Finance Corporation.

Action Corporation staff and the staffs of group members may assist groups. Members may be from Uptown, the City, the region and the nation, depending upon the nature and extent of projects and tasks.

Action group missions may vary considerably in subject, scope, complexity and controversy. Some examples are: real estate rehabilitation or development projects, public transportation, business starts, street trees, playground administration, family budgeting, church consortium initiatives, tax credits, absentee landlord issues and other subjects.

# 1 Establish/designate a single entity to serve as a lead group for implementation.

This lead group will oversee and coordinate implementation. Its focus would be on Uptown revitalization. This lead group could be an existing entity or it could be a new entity. It should be Uptown based. It should not be the City, although the City would be a key partner in Uptown revitalization. This lead entity should evolve into the Uptown Action Corporation (UAC). The UAC would establish the Uptown Finance Corporation (UFC) and the Citizens

for Uptown Progress (CUP).

# 2 Use action groups, working subcommittees or other action entities to help implement programs and projects.

Given the broad range of actions that are needed, specific action groups can be formed to help work on specific programs and projects. This *action group* approach empowers local residents and organizations to become actively involved Uptown revitalization. It demonstrates neighborhood self help and serves to build neighborhood pride.

The following action groups should be established as soon as possible:

 Beautification Action Group -This group will identify

neighborhood clean up target areas and high image beautification sites. It will organize neighborhood groups and obtain funds for these efforts. It will oversee individual projects of clean up and beautification.

- ☐ Safety and Security Action
  Group This group will mobilize
  neighborhood residents and
  community police to increase
  presence and follow-up in target
  areas and throughout Uptown. It
  will identify areas for improved
  lighting and better design for
  safety and security.
- Promotion and Attraction Action
  Group This group will create a
  positive image campaign to
  promote self-pride, retention,
  location and reinvestment in the
  Uptown neighborhood. It will
  establish and maintain productive
  press and community relations,
  and it will publish success stories

about Uptown. It will also work with economic development agencies and employers to expand and locate jobs in Uptown.

- ☐ Education and Training Action
  Group This group will identify,
  formulate and promote career
  development and advancement
  programs that are most needed for
  Uptown's youth, unemployed and
  under-employed. It will promote
  programs for the improvement of
  parenting, household management
  and others.
- ☐ Housing Action Group This group will identify housing rehabilitation and new housing infill projects, work with owners, attract builders and arrange financing to eliminate blight and create greater housing choice.
- ☐ *Financing Action Group* This group will identify the most appropriate and probable funding sources for high priority projects and programs. It will work with applicants and funding sources to acquire financing.
- ☐ Economic Opportunity and Projects Action Group This group will work on economic development initiatives, and identify and package high priority real estate property. It will assist in attracting worthy real estate and business developers to undertake Uptown projects.

# Develop and follow a specific program of action to guide implementation to achieve goals and objectives.

An action-oriented approach is essential to guide implementation. Because of limited human and financial resources it will be impossible to carry out all the

proposals at the same time.

Priorities will have to be established, and roles and responsibilities (action agents) will have to be assigned for carrying out the required actions. The action agents may be an existing entity or a newly created action group formed to carry out a specific action.

It will be impossible for any one, single entity to carry out all of the necessary actions. Neighborhood residents/groups and various other entities will have to help implement the program.

The action program should include "early actions" which are high-priority actions to begin immediately and be completed in within a year. This is important so people see that things are happening and the program is working. A list of early actions to begin in the first year is included at the end of this strategy. Other actions will be longer range. Progress and accomplishments should be documented, and people should be kept well informed (news releases, newsletters, etc.).

#### **Communication**

Good communication is key to
Uptown revitalization. Uptown
residents, businesses and others
want to be kept informed about
Uptown progress and
accomplishments. Landowners,
developers and investors want to know
about Uptown activities and available
funding programs. Uptown program
and project implementers will want to
obtain public input and review ideas
and concepts for the Uptown.

1 Use news releases, public service announcements, newsletters and other materials to communicate information about Uptown activities, opportunities and

#### accomplishments.



Some residents and others are uninformed about Uptown activities. opportunities and accomplishments. Timely new releases and public service announcements should be prepared to keep residents and others informed about Uptown revitalization. Specific subjects of the news releases might include: a summary of this Uptown Revitalization Strategy; information about planned neighborhood clean-up efforts; information about existing businesses, planned expansions and new businesses; and other information about neighborhood activities.

Newsletters and other information can be used to communicate information about Uptown activities, opportunities and accomplishments.

2 Continue to hold neighborhood meetings to obtain public input and to review ideas and concepts for Uptown.



MAYOR STEPHEN R. REED ADDRESSES THE AUDIENCE AT AN UPTOWN PUBLIC MEETING

It will be important to continue to hold periodic neighborhood meetings. These meetings provide an excellent opportunity to receive public input and review ideas about Uptown activities, programs and projects.

# 3 Use Uptown churches to assist in keeping residents informed.

The many churches in the Uptown are excellent places for posting and making announcements about Uptown activities. Information should be prepared and sent to the churches for posting on bulletin boards, inclusion in church bulletins and for use during church announcements.

#### Housing

The majority of Uptown's land use is residential. Most of the dwelling units are over 50 years old and consist of single-family attached dwelling units. Efforts to improve housing in the Uptown (both housing rehabilitation and new housing

development) are taking place. The Uptown needs to be a major area of focus within the City for continued and expanded housing improvements.

# 1 Continue to target Uptown as a focus area to improve housing conditions.

Uptown should continue to be targeted as a priority area for systematic code enforcement, rental inspections, condemnation and select building demolitions. In addition, it should be a high priority area for continued and expanded funding for the rehabilitation of homes and rental units.

The City has a variety of housing programs including the Homeownership Opportunities Program (HOP), the Homeownership Impact Loan Program (HIL), the Home Improvement Program (HIP) and the Rental Rehabilitation Program. Uptown residents should be informed about the availability of these and other housing improvement programs. This information can be provided through the use of public service announcements (TV and radio), informational brochures and materials, and special meetings / workshop with Uptown residents.



In addition to the City's housing programs, there are other available sources of funding that can be pursued for housing improvements and projects. These include programs offered by the Pennsylvania Housing

Finance Agency (PHFA) such as the Tax Credits Program, The PennHOMES Program, and the Homeownership Choice Program.

# 2 Improve marketing efforts to enhance housing development.

Numerous opportunities exist in the Uptown for in-fill housing and other residential development projects. Non-profit housing organizations. such as the existing Community Housing Development Organizations (CHDO's), and private-sector housing developers should be encouraged to undertake housing projects. Meetings with potential housing developers should be conducted to solicit interest, and discuss and identify possible housing projects. Requests for proposals (RFPs) can also be prepared and issued for select projects. Incentives such as grants, low interest loans, land donations, and on-site and/or adjacent infrastructure improvements can be provided to encourage participation.

# Encourage a variety of housing types and situations through public and private partnerships.

Housing needs vary between income levels and age groups. A viable neighborhood should offer a mix of housing types to allow each resident to meet their housing cycle needs. The housing cycle begins with young adults' and family starters' need for small, inexpensive housing such as small apartments. As the household grows, townhouses, single-family homes and other forms of sale housing are preferred. Later, when a household divides and the young adults begin the cycle again, the needs of the elderly, parents (empty nesters) recycle to smaller housing.

Therefore, Uptown should offer a

mix of housing to meet a variety of needs and situations. This mix should include: homes to buy, dwelling units to rent, senior housing, and personal care / assisted living opportunities.

It will also be important to assist people as they move through the housing cycle. Such assistance would include housing counseling (e.g., consumer credit counseling), training on basic home repairs (e.g., a "Fix It" Manual for Homeowners) and other assistance. Additional homeowner initiatives which promote existing and new innovation programs such as those which counsel renters and help them become homeowners.

Establish a housing action group to help market, support and complement the responsibilities, actions and issues of property owners, tenants and residents.

A housing action group should be formed to help coordinate and implement Uptown housing improvements and projects.

Representation on the group should include City housing staff, housing rehab contractors, housing providers / developers (both non-profit and for-profit). Uptown residents and others.

# Safety and Security

Safety and security are among the most important aspects of neighborhood revitalization. Crime and the fear of crime are major concerns of present and potential residents and investors. One single action or physical change will rarely prevent crime. Crime prevention most often requires a comprehensive set of actions involving many responsible people. Usually, actions should

involve three components: 1) law enforcement, 2) direct citizen participation, and 3) planning and designing to help prevent crimes. City police protection and other public safety activities can never be enough to prevent and respond to all criminal acts. Attention also should be given to "designing for safety" as another initiative toward improvement of safety and security in the neighborhood.

1 Identify opportunities for the productive use of the Police Department's EC Mobile Unit in the Uptown Area and expand the direct use of citizen participation to augment law enforcement throughout the judicial process.

Two of the most important safety and security needs according to the resident survey are: 1) maximum patrol coverage by City police, and 2) responsibility for neighbors looking after each other. Increased police presence (e.g., foot and/or bike patrols, more coverage) and use of direct citizen participation (e.g., Neighborhood Community Watches and communication with police) will help enhance safety and security in the Uptown. Both the City of Harrisburg and the neighborhood residents are responding to need for more crime prevention. The City has established a Community Policing Center in the neighborhood and active Community Watch Programs are in effect in some areas.

Uptown residents and groups should work with the police department to form additional Community Watch Programs in the Uptown. Other programs, such as the Youth Cadet Academy, the Citizen's Police Academy, Neighborhood Mediation Program, Drug Abuse

Resistance Education Project, Law Enforcement Explorer Posts, C.O.P for Kids, Bike Rodeos and similar programs should be used to enhance safety and security in the neighborhood.



# 2 Continue to address concerns relating to school safety with parents and volunteers.

School safety and security was an important need identified in the resident survey. School safety and security issues must be addressed and dealt with appropriately. Meetings should be held with the school district to discuss and identify real and perceived safety and security issues. Specific strategies to enhance safety and security can then be developed. Consideration should be given to the possibility of establishing additional "Drug Free" Zones in the neighborhood.

The Safe School Act (Act 26), which was signed into law in 1995, created an Office of Safe Schools within the Pennsylvania Department of Education. Under the direction of the state's Department of Education, the Center for Safe Schools performs many of the duties defined by Act 26. These duties include: data collection, assisting schools in meeting the requirements of Act 26 and providing resources to educators on a variety of

programs and issues. Local schools should use the Center for Safe Schools as a key resource.

Grants applications also should be prepared and submitted to enhance safety and security at schools. One such grant is the Pennsylvania School Resource Officer (SRO) program. In this program school resource officers work with school guidance counselors, teachers and parents to provide counseling, education and law enforcement to promote school safety.

Prevent crime through environmental design, incorporating an interdepartmental Crime Prevention Through Environmental design (CPTED) review team within the City's Plans and Permits Unit.

The City of Harrisburg
Comprehensive Plan endorses the
concept of planning and designing for
safety and crime prevention in the
City's neighborhoods. The concept of
Crime Prevention Through
Environmental Design (CPTED) is
based on the theory that proper design
and effective use of the built
environment can lead to a reduction in
the fear and incidence of crime and an
improvement in the quality of life. The
CPTED approach embodies three
overlapping categories of treatment:

- 1. Natural access control
- 2. Natural surveillance
- 3. Territorial reinforcement

Access control is aimed at decreasing the opportunity for crime. Access control can be accomplished by organized means such as the use of guards and by means such as locks. A third means of access control involves the "definition" of space through environmental design. The primary

thrust of an access control strategy is to deny access to a crime target and to create a perception of risk in offenders.

**Surveillance** is directed at keeping intruders under observation (police patrol, lighting and viewing through windows or allowing views to areas).

Physical design that creates "*territoriality*" can help expand residents' influence or control over their environment (location control, vehicular and pedestrian circulation patterns, access control and streetscape / landscape designs).

Many planning and design techniques are possible, but the techniques most applicable for the Uptown are in the following three subjects:

- ☐ Land use and activity locations:
- ☐ Vehicular and pedestrian circulation; and
- Streetscaping, landscaping and labeling.

These techniques are directed toward prevention primarily through physical design. Physical design solutions will complement and facilitate continuing efforts of police protection, public education about crime prevention and citizen involvement at the neighborhood level. These techniques also deal mainly with "area solutions" rather than detailed architectural design solutions applicable to individual buildings.

# 4 Use vehicular and pedestrian circulation to enhance safety and security.

Opportunities for vehicles to travel through residential streets should be minimized to prevent the intrusion of non-residents and to reduce opportunities for "outsiders" to commit crimes or disturb the peace and privacy of these areas.

Uptown should be a place where residents can safely walk and bike to shopping, recreation, school, and even local work places. This neighborhood can be more "pedestrian-oriented." As a result, quality of life will increase, getting around will be more convenient, public pride and neighborliness will be created. Uptown can then become viable, distinct choices compared to stark, rigid and characterless suburban subdivisions.

# Example Vehicular and Pedestrian Circulation Guidelines for Enhancing Safety

- ☐ Cut off certain streets and alleys to through traffic.
- ☐ Maintain visibility to parking areas and public spaces from streets.
- ☐ Use one-way streets directed out of certain areas to prevent easy access by non-residents.
- ☐ Use non-closing gates or walls with a mini-neighborhood area's name and warning signs on streets entering the mini-neighborhood.
- Create and label "safewalk" routes that connect key activity areas of the neighborhood--shopping, schools, parks and other public use activity centers. Neighborhood children, older adults, physically challenged people and everyone else would use Safewalks. Safewalk routes should be landscaped and lighted according to crime prevention design techniques. The walks should be labeled with signs, be heavily patrolled, be well publicized and be well known by residents.
- Design direct pedestrian connections to parking areas whenever possible.

The accompanying example guidelines can be used to minimize

non-resident traffic and potential crime on residential streets and parking areas, and to create more opportunities for safe pedestrian circulation

# 5 Use streetscaping, landscaping and labeling to enhance safety and security.

The placement, design and performance of physical features along the streets, in public spaces and in private areas are critical aspects of neighborhood crime prevention. The placement and design of physical features can help prevent crime through such measures as: increasing visibility, preventing access, identifying private space, increasing lighting, beautifying an area, and preventing litter and other signs of abuse.

# 6 Implement the Communities That Care (CTC) program to address violence, delinquency and other problems.

The Communities That Care (CTC) program is a very successful program offered in conjunction with the Governor's Community Partnership for Safe Children. The CTC program promotes the healthy development of children and youth, and prevents the adolescent problem behaviors of substance abuse, delinquency, teen pregnancy, school dropout and violence. Implementation of the CTC program can address many concerns identified during the committee workshops, public meetings, and in the resident survey. Communities That Care provides Uptown with a process to mobilize the community, identify risk and protective factors, and develop a threeyear plan of action.

#### Example Guidelines

# to Prevent Crime Through Placement, Design & Maintenance of Physical Features

- □ Locate and design physical features to maximize visibility, including building orientation, windows, entrances and exits, parking lots, walkways, guard gates, trees and shrubs, fences or walls, signage and any other physical obstructions.
- Locate persons and/or activities to maximize surveillance possibilities.
- ☐ Provide proper nighttime illumination of parking lots, walkways, entrances and exits.
- Use sidewalks, pathways, lighting and landscaping to clearly guide the public to and from entrances and exits.
- Use fences, walls or landscaping to prevent and/or discourage public access to or from dark and/or nonmonitored areas.
- ☐ Use pavement treatments, landscaping, art, signage, screening and fences to define and outline ownership of property.
- Use low-maintenance landscaping and lighting treatment to provide opportunities for surveillance, to control and channel access and to demonstrate to outsiders that neighborhood residents' "territory" should not be invaded.

7 Create an action group for neighborhood safety and security to improve communications and coordination efforts between crime watch groups, and to provide local support to the City during legal proceedings.

An action group should be formed to help coordinate and implement the

above safety and security recommendations. This action group should include representatives from the neighborhood, police department, fire department, emergency service organizations, the school district, and the City's Department of Building and Housing Development.

One or a few portions of Uptown could be selected as a model for demonstrating and testing solutions which, if successful, can be applied to the rest of the neighborhood. Grants could be obtained from a variety of sources to determine and carry out model area solutions.

## Education and Training

ptown students should be urged to stay in school. They should be encouraged to pursue college or develop a vocational skill. The Harrisburg Area Community College (HACC) and other post secondary schools in the area should communicate with high school students to explain the various courses and programs which they offer. Vocational-technical education and job training will be needed. Local employers should provide input on desired skills and training. Other types of training should also be provided, including home maintenance, homeowner counseling, consumer credit counseling, etc.

1 Use the schools to emphasize the importance of learning basic skills linking business and education through mentoring job shadowing programs, and improve opportunities for adult education classes in the neighborhood.

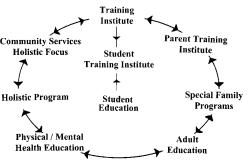
Elementary schools, junior high schools, high schools and vocationaltechnical schools should place emphasis on the importance of basic skills such as reading and writing. They must also emphasize the importance of dependability in the workplace. Career Day and similar programs will enable students to understand local employer's needs.

The lack of a high school diploma should not stand in the way of educational and career opportunities. Uptown residents who lack a diploma should be informed about the opportunity to earn a Commonwealth Secondary School Diploma, issued by the Pennsylvania Department of Education. Opportunities for GED training and testing, and other kinds of adult education should be provided in or near Uptown. HACC now provides this service and is interested in offering GED classes in the Uptown neighborhood.

Other initiatives such as The Education and Family Life Center planned by the Wesley Union Community Development Corporation will provide additional education opportunities.

This Center will be the home of the Life Education Alternative Program (L.E.A.P) where various education and family life activities will take place including, academic education, behavioral therapy counseling, business career etiquette training; Cyber Café', internshipsapprenticeships-job shadowing, leisure time activities, and other activities.

# 2 Utilize job placement services, and continue and expand efforts to train and retain people to meet the



#### Life Education Alternative Program L.E.A.P.

### needs of present and prospective employers.

Several agencies and organizations participate in job placement, and job and workforce development training efforts (e.g., SETCO, MOED, PA DCED, the participating Team Pennsylvania CareerLink Offices, LOVESHIP, Inc., and others). These efforts should continue. Locally based social service organizations such as the Urban League are also good resources that can work with area residents and businesses to help find and place workers. Often these organizations are the first to learn about new local job opportunities and know about residents that need jobs.

Periodic contact should be made with industrial firms to determine their specific employment needs. Training programs can be oriented to the specific needs that employers express. Uptown industrial firms and businesses should be encouraged to utilize PA DCED's Customized Job Training (CJT) program. This program provides grant funds to eligible businesses in need of training assistance for new hires, retaining efforts and upgrading employees.

The advanced skills technology training and manufacturing center (described earlier) will also provide opportunities for job training and retraining in the Uptown neighborhood.

#### 3 Continue to provide selfdevelopment programs and needed social services.

Many of the Uptown revitalization proposals require initiatives by local residents. The self-development programs offered by social service agencies and others should be continued to help and motivate residents. Examples of these types of programs include: credit counseling offered by the Community Action

Commission (CAC) and the Harrisburg Fair Housing Council; homeownership workshops offered by the Harrisburg Fair Housing Council and a consortium lenders, realtors, and non-profit organizations to help first-time homebuyers; the classroom training and work experience provided to Welfare recipients by CAC; and the Self Help Improvement Program and other services provided by LOVESHIP, Inc.

# Image and Appearance

A high priority should be placed on improving the image and appearance of the Uptown neighborhood. Uptown suffers from a negative image associated with reported and observed problems of blight, litter, drugs, unemployment, and general social and economic problems. Too many buildings are blighted or in disrepair and there are unacceptable amounts of litter and trash in many streets, back alleys and yards. Most people are unaware of the many assets and opportunities of Uptown.

Uptown has much potential, but it might not be realized without changes to the area's image. The City, neighborhood groups and residents, and others are working to change the neighborhood's image and appearance. These efforts must be expanded and intensified.

# Recognize, document and communicate Uptown's assets and opportunities.

An *Uptown Image Campaign* should be undertaken to document and communicate the neighborhood's positive features and to overcome negative images and perceptions of the neighborhood. An initial list of many Uptown assets and opportunities was prepared during one of the early public

meetings. This list can be expanded. Also, Uptown success stories and accomplishments should be documented and reported on an ongoing basis. Positive information about the Uptown can be included in news releases / articles, church announcements, and other communications.

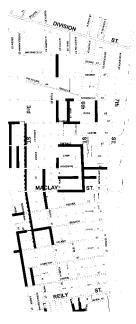
This campaign will help change perceptions and make residents, businesses and others aware of the positive things that are happening Uptown. The City, neighborhood CDC's, community leaders, school teachers, ministers, social service agencies, parents and others can all help carry out this campaign.

2 Establish and maintain regular contact with financial institutions, developers and investors to market the Uptown neighborhood, identify development opportunities, and demonstrate financial benefits of projects.

Financial institutions, developers and investors are crucial to development and improvement of Uptown. Meetings with financial institutions, developers and investors should stress the neighborhood's positive aspects. This will help dispel misconceptions. Potential development projects can be described and participation can be solicited during these meetings.

Expand the use of existing programs (including but not limited to the Adopt-A-Block and Facade Improvement Programs) to take a comprehensive approach for Uptown Beautification.

A comprehensive *Uptown Beatification Program* is needed to improve the neighborhood's appearance. The program should involve organized neighborhood clean-ups, expanded adopt-a-blocks and adopt-a-lots, code enforcement, blight removal, litter control, demolition of dilapidated buildings, building rehabilitation, streetscape improvements such as new sidewalks, street trees, facade improvements, and other activities aimed at neighborhood beatification.



EXISTING ADOPT-A-BLOCKS 2000

Uptown residents should use the City's Citizen Inspection Program, which empowers residents trained by the City's Department of Building and Housing Code's Bureau to issue friendly warnings when they see code violations such as garbage and trash, high grass, abandoned vehicles, and other exterior code violations.



Citizen Inspection Program
WANTED:
Citizens to enforce codes

#### Adopt-A-Block

**Beautification Program** 



**OUR New Pride is Showing** 

# Transportation and Parking

A lthough, the overall transportation and parking situation in the Uptown is relatively good, the improvements suggested in this section will help: improve vehicular and pedestrian circulation, increase safety, provide additional parking, and enhance public transportation.

# Make improvements to enhance vehicular circulation.

The following improvements will help enhance vehicular circulation in the Uptown.

#### North 7th Street Widening

The segment of N. 7<sup>th</sup> between Maclay and Reily streets should be widened to four lanes. This is a key improvement that will help relieve traffic on N. 6<sup>th</sup> Street, and improve traffic circulation between Cameron Street and the Downtown. The improved accessibility afforded by this project will result new opportunities for development in this area. Initial design plans have already been prepared for this important project.

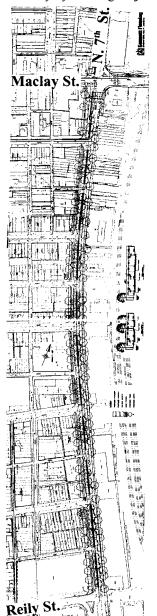
#### **Intersection Improvements**

Intersection improvements will be needed as part of the N. 7<sup>th</sup> Street widening project mentioned above. These improvements should allow for safe and efficient turning movement and traffic flow. Adding or replacing badly worn turning lane can improve

other intersections markings. This will help to simplify and direct traffic lane changes, and result in smoother traffic flow. Lack of traffic visibility is a problem at many street intersections because of vehicles parking too close to the corners of intersections. Clear sight distances should be established and enforced to ensure that traffic passing through an intersection or turning onto streets can safely see oncoming traffic.

#### One-Way Streets

Many of the secondary streets and alleys in the Uptown are designated for one-way travel. Some one-way streets serve to discourage outside traffic from entering the neighborhood. This enhances safety and security by creating "defensible"



spaces" within the neighborhood. The directional traffic flow should be retained, unless as a result of new uses and/or more detailed traffic analysis changes are found to be necessary to improve circulation.

# 2 Make improvements to enhance pedestrian circulation.

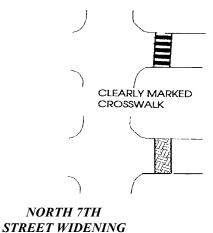
Deteriorated sidewalks and the lack of defined crosswalks sometimes hinder smooth and safe pedestrian circulation within Uptown. The following improvements will help enhance pedestrian circulation in the Uptown:

#### Sidewalks and Pedestrian Linkages

Cracked and buckled sidewalks should be replaced. New sidewalks and pedestrian linkages should be added where they are missing to allow for smooth and safe pedestrian circulation. Within commercial areas, pedestrian walkways should link parking lots to businesses and services.

#### Crosswalks

Marked pedestrian crosswalks at major street intersections and key midblock locations will help reduce traffic conflicts and make the neighborhood more pedestrian friendly. Crosswalks can be designated using paint. If warranted, signalized crosswalks can be added at the high-volume, pedestrian traffic intersections.



3 Create and label "safewalk" routes

"Safewalks" are sidewalks and other pathways that connect residential areas with recreation/education areas, shopping areas and other nodes of activity. Neighborhood children, older adults, physically challenged people and everyone else would use Safewalks. Safewalks routes should be landscaped and lighted according to crime prevention design techniques. The walks should be labeled with signs, be heavily patrolled, be well publicized and be well known by residents.

# Enforce compliance with on-street parking signs to facilitate street sweeping, trash pickup, deliveries and safe sight distances at intersections.

On-street parking is permitted on most local streets in the neighborhood. This parking is needed and should be retained. The policy of prohibiting parking along alleys also should be retained, except in locations where parking is a severe problem and the alley's cartway is wide enough to accommodate parallel or angular parking and still allow for one lane of traffic movement.

Within the commercial areas, it will important to create turnovers. This can be achieved with parking meters or signed, time-limit controls. This will allow for convenient quick stops to stores, shops and services.

#### 5 Identify additional offstreet parking opportunities.

Some additional off-street parking will help alleviate on-street parking demand, and provide convenient parking for new development. Vacant, blighted and underused properties in the Uptown can be targeted for additional parking.

New parking lots will need to be created for the proposed strategic development projects. These new off-street parking lots should be attractive and well designed (landscaped islands, plant materials, etc.).

In addition to these larger parking lots, smaller off-street parking lots can be provided as opportunities arise, possibly as part of the City's Adopt-A-Lot Program. While these lots are small, they can be effective in alleviating parking problems, especially where on-street parking demand is heavy.

Additional parking could be provided through common and shared parking arrangements. Many small private parking lots and church parking lots exist Uptown.

Consolidation and redesign of some of these would create additional parking spaces. Church parking lots, many of which are marginally used on weekdays, might provide for shared parking through lease or other agreements that include specific terms and conditions such as day and time restrictions.

# 6 Promote the use of transportation alternatives.

Capital Area Transit (CAT) routes extend through the Uptown. CAT should continue to serve the Uptown and reexamine departure and arrive times to maximize use by neighborhood workers. Bus shelters should also be provided to enhance bus service. Meetings should be held with CAT to review and discuss public transportation needs and concerns.

# Economic Opportunity

Vacant and underused land areas and buildings, the less expensive land and building values, the large built-in labor supply, the purchasing power of 6,000 plus residents, the neighborhood's excellent geography and regional accessibility, and the Enterprise Community designation status are key factors that can be used to promote, stimulate and enhance economic opportunities in the neighborhood.

Several strategic development projects should be used to demonstrate potential economic development opportunities in the neighborhood. A neighborhood promotion and marketing strategy is also needed.

# 1 Use the existing Enterprise Community Strategy Plan to help guide economic development.

The area of the Uptown bounded by Radnor, N. 7th, Maclay and N. 4<sup>th</sup> streets is part of Harrisburg's federally designated Enterprise Community (EC) area. An EC Strategy Plan has been prepared with specific goals, objectives and strategies for implementation. These goals, objectives and strategies should be used to help guide Uptown economic development.



2 Extend the Pennsylvania Enterprise Zone into the Uptown's industrial areas.

Given the many advantages of the Pennsylvania Enterprise Zone (low interest loans, competitive EZ grants, priorities for state grants, tax credits, etc.), consideration should be given to the possibility of extending the existing EZ boundaries to include Uptown industrial areas (e.g., the Light Industrial Corridor and the Business & Manufacturing Technology Park areas shown on the Functional Areas Map).

# 3 Use strategic development projects to provide more close-to-home job opportunities.

Several of the strategic development projects will provide additional close-to-home, industrial job opportunities in the Uptown:

- ☐ Advanced Skills Technology

  Training and Manufacturing

  Center
- ☐ Planned Small Business / Industrial Park
- ☐ Small Housing Improvement Contractors Center

Several other strategic development projects will provide commercially-related job opportunities (both full-time and part-time).

In addition to providing more jobs, the strategic development projects serve as catalysts for positive change in other areas of the Uptown.

### 4 Implement an Uptown marketing program.

An attractive marketing package for the Uptown should be prepared. Maps and promotional materials should be designed to promote the neighborhood's many assets and help give it more identity. This information should describe existing businesses and potential commercial and industrial development sites and projects.

# 5 Create an economic opportunity and projects action group.

An economic opportunity and projects action group will be formed to help coordinate and implement the above recommendations, and to focus on Uptown economic development efforts. Representation on the group should include: the Mayor's Office of Economic Development, (MOED), the Capital Region Economic Development Council (CREDC), the Dauphin County Department of Community and Economic Development, HACC, Uptown residents and others.

# Land and Building Use

Uptown was once was a very livable place. It met most daily needs of the residents. Although it is impossible to bring back the past, there are certain land use concepts and strategic development projects that, when implemented, will make the neighborhood much more livable than it is today. Some of these include: creating a convenient services center and offering more opportunities for close-to-home shopping, employment, recreation, and education and training.

# 1 Use the "functional areas" to guide future land and building use.

Nine functional areas of the Uptown neighborhood were described and mapped earlier. These functional areas represent the land use concept for the Uptown. They should be used to guide decisions about land and building uses, community development and housing.

#### **Uptown Functional Areas**

- Primary Residential Preservation and Rehabilitation Areas
   Primary Residential expansion and/or New Development
- □ Convenient Services Center□ Education and Recreation
- Complexes

  Health Care, Institutional and
- Related Uses
- ☐ Business and Manufacturing Technology Park
- ☐ Light Industrial Corridor
- ☐ Large Site Commercial Corridor
- ☐ Traffic-Oriented Commercial

# 2 Use strategic development projects as catalysts for other neighborhood improvements and to enhance neighborhood livability.

The strategic development projects identified earlier form a necessary highly visible aspect of Uptown revitalization. They respond to needs identified by residents and serve as catalysts for positive change in the Uptown.

A strategic development project action group could help coordinate the implementation of these projects.

Market studies and financial feasibility studies will have to be prepared. Zoning revisions, undoubtedly, will have to be made for some of the projects, depending upon the specific site location.

# 3 Use land use and activity location guidelines to enhance safety and security.

Certain land uses and activities are

more likely to experience criminal behavior than others. The specific locations of these uses and activities also play a major role in determining

#### Example Land Use and Activity Location Planning Guidelines for Safe Neighborhoods

- Achieve greater identity and participation in the neighborhood by creating smaller minineighborhood units to which residents relate and in which their personal involvement is more likely. Opportunities already exist for residents to participate in such programs as the Community Policing Program, the Adopt-A-Block Program and the Citizen Inspection Program.
- Plan neighborhood commercial activities in a concentrated area where the presence of more neighborhood residents, better lighting and more efficient surveillance are crime prevention factors.
- Encourage occupancy of vacant, mixed-use buildings and upper stories in commercial areas, and stricter compliance with various code enforcement actions.
- ☐ Encourage bars and nighttime entertainment places to be well planned, well managed and well placed in a separate high-intensity district.
- Locate drug and alcohol rehab centers, halfway houses and homeless shelters outside of residential areas.
- □ Locate unsafe activities away from such uses as schools, parks, playgrounds, community social centers, churches and other similar uses. And, ensure equal or intensified surveillance and enforcement in neutral, public or non-occupied areas such as parks, lots and schools.
- ☐ Create and improve views from

homes and employment places to neighborhood parks and recreation areas.

the likelihood of criminal behavior and the degree of impact on nearby uses. For example, certain uses located in remote areas where few people exist may attract criminal elements, whereas the same uses in visible locations where more people present may be trouble-free.

Propensities for uses to engender criminal behavior or nuisances vary depending upon the specific uses and the physical environment in which they occur. Even the perception that certain uses are "inherently dangerous" is nearly as influential to peoples' attitudes about an area as the actual crimes arising from the uses. Uses such as drug and alcohol rehab centers, halfway houses for prisoners, and homeless shelters are often threatening to neighborhood residents, whether the basis for concern is real or perceived.

Other uses that are "leisure time" or "entertainment" oriented have the potential to attract and generate deviant of criminal behavior. Places such as bars, private clubs and video game arcades are among these uses. Other places, especially in non-visible locations, where people can "hang out" can also be trouble spots. Playgrounds, parking lots, laundromats and other nighttime activity places are among the uses that need careful location and planning.

# Financing and Funding

The City, neighborhood-based nonprofit community development corporations, private sector developers, Uptown residents and others are investing in the Uptown. But much more emphasis, and more funding will be needed to accomplish Uptown revitalization. This funding will have to come from a variety of sources.

Continued targeting of City funds to the Uptown, more state and federal financial assistance, more liberal lending policies and more creative financing techniques will help continue the positive trend toward Uptown improvement.

# 1 Continue to target portions of City programs and financial resources to Uptown.

Now that a comprehensive strategy has been prepared for neighborhood revitalization, and needed improvements and projects have been identified, Uptown should continue to be targeted as a key area to focus portions of City programs and financial resources. These programs include: the Capital Corridors Program (and the Capital Corridors Facade Improvements Program), Adopt-A-Block, Adopt-A-Lot, Community Policing; City-Wide Tree Program; City-Wide Street Lighting Program, and other programs.



### CAPITAL CORRIDORS

PROJECT

The City also has a variety of housing programs including the Homeownership Opportunities Program (HOP), the Homeownership Impact Loan Program (HIL), the Home Improvement Program (HIP) and the Rental Rehabilitation Program. Uptown residents should be informed about the availability of these and other housing programs.



# 2 Seek and use state and federal funding to coordinate and implement Uptown revitalization.

Because the City's funding and financial resources are limited, it will be necessary to seek and use state and federal funding to coordinate and implement Uptown revitalization. Some possible sources of funding include:

IIICI	ude.
	PA DCED's Neighborhood
	Assistance Program/
	Comprehensive Service Program;
	PA DCED's Community of
	Opportunity Program;
	PA DCED's Infrastructure
	Development Program;
	PA DCED's Job Creation Tax
	Credits Program;
	PA DCED's Machinery &
	Equipment Loan Fund (MELF);
	PA DCED's Small Business First
	Programs;
	PA DCED's Customized Job
	Training Program (CJT);
	PA DCED's Enterprise Zone
	Program;
	PA DCED's Community Services
	Block Grant Program;
	PA DCED's Weatherization

Assistance Program;

	PA DCED's Supported Work
	Program;
	PA DCED's Community
	Conservation and Employment
	Program;
	The various programs from the
	Governor's Project for
	Community Building (e.g., the
	Self-Employment Assistance
	Program, the Education
	Mentoring Program, the Family
	Savings Account Program, etc.);
	PA Communities That Care
	(CTC) Program;
	PA DCED / DPW / PHFA
	Collaborative Housing Program;
	Pennsylvania Economic
	Development Financing Authority
	(PEDFA);
	Pennsylvania Capital Access
	Program (PennCAP);
	Pennsylvania Industrial
	Development Authority (PIDA);
	Pennsylvania Minority Business
	Development Authority
	(PMBDA);
	Pennsylvania Community
	Development Bank (PCD Bank);
	The Pennsylvania Community Revitalization Program (CRP);
	PennDOT's Transportation
	Enhancements Program;
П	PA DCNR's Community
ш	Conservation Partnership Grant;
П	The Federal Community
	Development Block Grant
	(CDBG) Program;
	The Federal Enterprise
	Community Program;
	The Federal HOME Investment
	Partnership Program;
	PHFA Housing Programs
	(including PHFA Tax Credits,
	PennHOMEs, and PHFA's
	Homeownership Choice Program;
	The Historic Trust for Historic
	Preservation programs, including
	the Community Partners Program
	(CPP), the Inner-City Ventures
	Fund, Heritage Property Investors

- Administration (SBA) Programs; the Economic Development Administration (EDA) programs; and
- various other programs.

It is important to continually keep abreast of the various financing and funding programs because state and federal program requirements change and new programs are created. Some good sources for keeping informed include the *Pennsylvania Customer Service Center, Pennsylvania DCED Funding Source Directory and the Catalog of Federal Domestic Assistance.* 

#### 3 Establish a Strategic Development Fund (SDF) to provide a pool of funds specifically for Uptown projects and programs.

In order to effectively implement the Uptown Revitalization Action Strategy, available financial resources committed in support of targeted revitalization efforts will be needed to allow the building of development deals with investors, development agencies, and/or government agencies. Otherwise, revitalization efforts will be dependent on outside parties driven by their agendas, agendas generally materially different than those advanced by the revitalization strategy.

The SDF would contain financial assets responsible for direct financial support to revitalization programs and projects. The SDF is a source of both program and project leverage. The SDF would be the repository for all development funding and real assets directed toward the revitalization of the Uptown Neighborhood. Within the SDF, special dedicated asset accounts could be established for specific-use purposes (e.g. equity investments, site development, low-

the U.S. Small Business

(HPI), and Preservation Services

Fund):

interest loans, program matching funds).

#### Potential Uses of SDF Assets:

- □ Project Funding gap financing (equity or debt) to help close financing deficiencies in viable development projects;
- ☐ Land Acquisition option/purchase money to gain
  site control of a strategic
  parcel(s);
- ☐ **Site Development** money to assist in site preparation activities and use of real property assets as project sites;
- ☐ Business Support low-interest rate loans to businesses to relocate or expanded operations;
- Source of Match to help secure public and private foundation grants/loans supporting revitalization programs;
- Collateral use of cash and real property as collateral in support of viable programs and projects; and
- Asset Exchanges use real property to execute real estate swaps to acquire strategic tracts of land.

#### Potential Sources of SDF Funding

In order to capitalize the SDF, the following alternatives should be fully explored: (1) the dedication of a portion of future local tax revenue resulting from development activities, (2) the use of Tax Increment Financing (TIF) - TIF districts could be formed where the tax revenue is dedicated to development investment within the districts, using the SDF as a pass-through, (3) financial institution contributions from Community Reinvestment Act (CRA)

commitments, (4) churches or other non-profit agencies pooling their discretionary funds, (5) contributions from public utilities serving the neighborhood, (6) annual contributions from community-based organizations and businesses, (7) federal, state and local government grants, (8) Legislative Initiatives -Community Revitalization Program (CRP) funding secured by state legislators, (9) a sharing of development program fee income (e.g. SBA 504, Redevelopment Authority), (10) the transfer of real estate and other real property from government or quasi-government organizations.

# 4 Use other creative financing techniques to implement Uptown projects and programs.

In addition to the Strategic Development Fund (SDF) described above, other types creative financing techniques should be considered to help implement and fund Uptown projects and programs. Two examples, relating to special taxing and nontaxing, are provided:

#### Tax Increment Financing (TIF)

The Tax Increment Financing Act authorized TIF in 1990. Pennsylvania was one of the last states to authorize use of TIF. Tax Increment Financing is a method of committing *future new* real estate tax revenues from new development to pay for improvements that spur new development. The TIF applies within a "district" established by a municipality (e.g., the City).

Owners of property within the TIF district continue to pay real estate taxes at the same rates as property outside of the district. The taxes that were paid before the TIF district was established continue to be paid to each

level of government. However, some or all of the new real estate taxes resulting from new development are diverted to pay for certain improvements.

The North 7<sup>th</sup> Street Corridor is one of several possible locations where a TIF District might be established. TIF is mainly valuable where there is a developer who is definitely willing to commit to develop a large project if infrastructure funding is available. In that case, it is known in advance how much annual tax revenue will be generated to make the bond payments.

#### **LERTA**

Pennsylvania's Local Economic Revitalization Tax Assistance Act (LERTA) enables local municipalities, school districts and counties to offer tax abatement on property taxes to eligible businesses for up to 100percent abatement for up to 10 years.

#### Neighborhood Improvement Districts

Act 130 of 2000 enables the establishment of neighborhood improvement districts. Once established, special assessments are levied on all property, excluding tax-exempt property, for the purposes of promoting the economic and general welfare of the district and municipality.

### Action Program

#### Introduction

Implementation of the Uptown Revitalization Action Strategy will require many actions. It is unreasonable to expect all actions to be taken concurrently. Also, the broad range of actions requires the involvement of many people and entities. Priorities must be established and responsibilities assigned.

The Uptown Revitalization Action Strategy is a dynamic process. Priorities will change and certain actions must be taken quickly as new opportunities arise. Some proposals, such as the North 7<sup>th</sup> Street Widening Project may take longer to realize than others due to such factors as complexity, time for detailed study and design, and funding limitations.

The *Overall Actions* and Development *Projects* described in the previous sections will guide in determining priorities and charting future actions. They are summarized below.

#### Summary of Actions

#### **Organization**

- 1. Establish / designate a single entity to serve as a lead group for implementation.
- 2. Use action groups, working subcommittees or other action entities to help implement programs and projects.
- 3. Develop and follow a specific program of action to guide implementation to achieve goals and objectives.

#### Communication

- Use news releases, public service announcements, newsletters and other materials to communicate information about Uptown activities, opportunities and accomplishments.
- Continue to hold neighborhood meetings to obtain public input and to review ideas and concepts for the Uptown.
- 3. Use Uptown churches to assist in keeping residents informed.

#### Housing

- 1. Continue to target Uptown as a focus area to improve housing conditions.
- Improve marketing efforts to enhance housing development opportunities.
- 3. Encourage a variety of mixed-use properties through public and private partnerships.
- Establish a housing action group to help market, support and complement the responsibilities, actions and issues of property owners, tenants and residents.

#### **Safety and Security**

- 1. Identify opportunities for the productive use of the Police Department's EC Mobile Unit in the Uptown area and expand the direct use of citizen participation to augment law enforcement throughout the judicial process.
- Continue to address concerns about school safety with parents and volunteers.
- 3. Prevent crime through environmental design, incorporating an interdepartmental Crime Prevention Through Environmental Design (CPTED) review team within the City's Plan's & Permits Unit.
- Use vehicular and pedestrian circulation to enhance safety and security.
- Use streetscaping, landscaping and labeling to enhance safety and security.

- Implement the Communities That Care (CTC) Program to help address violence, delinquency and other uptown safety and security needs.
- Create an action group for neighborhood safety and security to improve communications and coordination of efforts between crime watch groups, and to provide local support to the City during legal proceedings to shutdown nuisances.

#### **Education and Training**

- Use schools to emphasize the importance of learning basic skills linking business and education through mentoring and job shadowing programs, and improve opportunities for adult education classes in the neighborhood.
- 2. Utilize job placement services, and continue and expand efforts to train and retain people to meet the needs of present and prospective employers.
- 3. Continue to provide selfdevelopment programs and needed social services.

#### **Image and Appearance**

- Recognize, document and communicate Uptown's assets and opportunities.
- Establish and maintain regular contact with financial institutions, developers and investors to market the Uptown Neighborhood, identify development opportunities, and demonstrate financial benefits of projects.
- 3. Expand the use of existing programs (including but not limited to the Adopt-A-Block and Facade Improvement Program), taking a comprehensive approach for Uptown beautification.

#### Transportation and Parking

 Make improvements to enhance vehicular circulation (i.e., N. 7<sup>th</sup>

- Street widening, intersection improvements, etc.).
- 2. Make improvements to enhance pedestrian circulation (i.e., sidewalks, pedestrian linkages, crosswalks, etc.).
- 3. Create and label "safewalk" routes.
- 4. Enforce compliance with on-street parking signs to facilitate street sweeping, trash pickup, deliveries and safe sight distances at intersections.
- 5. Identify additional off-street parking opportunities.
- 6. Promote the use of transportation alternatives through marketing and referrals.
- Enhance economic opportunities by linking the educational/ commercial centers with major transportation routes (e.g., linking Division Street to Cameron Street and I-81).

#### **Economic Opportunity**

- 1. Use the existing Enterprise
  Community Strategy Plan to help
  guide economic development.
- 2. Extend the Pennsylvania Enterprise Zone into the Uptown's industrial areas.
- 3. Use the strategic development projects to provide more close-to-home job opportunities.
- 4. Implement an aggressive Uptown marketing plan.
- 5. Create an economic opportunity action group.

#### Land and Building Use

- 1. Use the "functional areas" to guide future land and building use.
- 2. Use strategic development projects as catalysts for other neighborhood improvements and to enhance neighborhood livability.
- 3. Use land use and activity location guidelines to enhance safety and security.

#### **Financing and Funding**

- 1. Continue to target portions of City programs and financial resources to Uptown.
- Seek and use state and federal funding to coordinate and implement Uptown revitalization.
- 3. Establish a Strategic Development Fund (SFD) to provide a pool of funds specifically for Uptown projects and programs.
- 4. Use other creative financing techniques to implement Uptown projects and programs.

#### **Development Opportunities**

- Neighborhood Convenient Services Center
- Expansion of existing facilities and opportunities for youth/ family recreation and entertainment
- 3. Home Improvement Stores
- 4. Major Variety/Discount Department Store
- 5. Discount Stores
- 6. Enhancement and expansion of grocery stores
- 7. Family restaurant
- 8. Advance Technology Training and Manufacturing Center
- Planned Small Business Industrial Park
- 10. Housing Improvement Contractors Center
- 11. Planned Residential Development
- 12. Senior Housing or Assisted-Care Housing Development
- 13. In-Fill Housing
- 14. Residential Block Open Space / Parking
- 15. Targeted Residential Rehabilitation
- 16. Homeownership Initiatives promoting existing as well as new, innovative programs
- 17. Multiple Use of Churches
- 18. Academy, Charter, Specialty and Alternative Schools

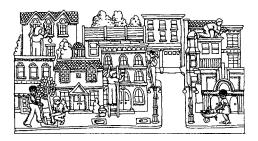
#### **Priority Actions**

Uptown has many needs for improvement. Given the

magnitude and array of improvements, and their associated costs, it is necessary to set priorities so the most critical items can be addressed first. Priorities should address both physical improvements and programmatic needs. Items, which deal with organizational aspects for implementation, should also be high priority actions. High priorities should be determined on the basis of factors such as: the importance of organizing for implementation; the relative importance of items to be addressed; current opportunities which, if not addressed now, might be lost; funding availability; and other factors.

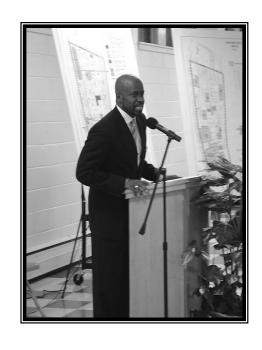
The Sample Action Work Sheet at the end of this section can be used on an on-going basis to detail the actions and monitor progress.

Actions taken and proposals completed should be documented and reported. Annually, the Uptown Action Corporation should include new actions, with input from the action groups and others.



The neighborhood people, through their continued and renewed interest and involvement, will be the true action agents for positive change.

Early actions to be undertaken and completed during the first year of implementation are listed in the following section.



"We have our vision, we've done our planning. Now is the time for action!" – Reverend Jimmy Allen Thomas addresses the audience at an Uptown Public Workshop Meeting.

*Early Actions to begin the First Year*Uptown Neighborhood Revitalization Action Strategy

ACTION	ACTION AGENTS
Organization	
Establish the Uptown Action Corporation (UAC) and hire an executive director.	WUCDC and New Hamilton CDC Uptown Action Strategy Executive Committee
Establish the following Action Groups: - Safety and Security Action Group - Financing Action Group - Beautification Action Group - Development Projects Action Group - Promotion and Attraction Action Group - Housing Action Group - Education and Training Action Group	Uptown Action Strategy Executive Committee Uptown Action Corporation (UAC) Uptown residents and other interested individuals / Entities
Establish Citizens for Uptown Progress (CUP)	UAC Uptown Action Strategy Executive Committee Uptown residents and other interested individuals / Entities
Prepare a detailed annual program of action using the Uptown Revitalization Action Strategy as an overall guide.	UAC (with input from others)
Communications	
Develop an Uptown newsletter to communicate information about Uptown activities, opportunities and accomplishments.	UAC Uptown Promotion and Attraction Action Group
Use PSAs and make Uptown residents aware of City	UAC Uptown Promotion and Attraction Action Group
programs (housing, adopt-a-block, etc.) and other available assistance.	UAC
Prepare an annual report to communicate accomplishments and proposed activities / projects.	Uptown Promotion and Attraction Action Group
Housing	Untown Housing Action Crown
Target Uptown as a focus area to improve housing conditions.	Uptown Housing Action Group City Housing developers and contractors
Meet with housing developers / contractors and residents, and encourage them to undertake housing projects.	UAC Uptown Housing Action Group Community Housing Development Organizations (CHDOs) Housing Developers / Contractors

ACTION	ACTION AGENTS
Safety and Security	
Expand the direct use of citizen participation to augment law enforcement.	City City Police Department Uptown Safety and Security Action Group
Seek and use Communities That Care (CTC) Program funding to help address Uptown safety and security needs.	UAC Uptown Safety and Security Action Group PA Commission on Crime and Delinquencies Other CTC Partners
Establish "Safe Houses" along school routes.	Uptown Safety and Security Action Group Schools City Police Department
Continue to work on enhancing school safety and security.	Harrisburg School District Uptown Safety and Security Action Group PA Dept. of Education (Office of Safe Schools) Others
<b>Education and Training</b>	
Establish the Life Education Alternative Program / Facility as a demonstration project.	WUCDC Harrisburg School District HACC Others
Consider using the Education Building at the North Campus of Polyclinic Hospital for appropriate educational purposes.	Pinnacle Health and Polyclinic Hospital Harrisburg School District HACC Dauphin County Others
Provide opportunities for adult education, GED classes and job training within the Uptown neighborhood.	HACC Uptown Education and Training Action Group CUP Others
Continue to provide self-development programs and needed social services.	Existing providers and others Communities That Care Uptown Education and Training Action Group CUP
Image and Appearance	
Continue to document and communicate Uptown's assets and opportunities.	UAC Uptown Promotion and Attraction Action Group
Develop and use a comprehensive approach for	UAC

ACTION	ACTION AGENTS
Uptown beautification.	Uptown Beautification Action Group City
Transportation and Parking	
Finalize plans for North 7 <sup>th</sup> Street widening and related intersection improvements.	City
Establish "safewalk" routes.	Safety and Security Action Group City Police Department Schools
Work with Capital Area Transit (CAT) to address public transportation needs.	UAC CAT
<b>Economic Opportunity</b>	
Meet with economic development entities, developers and investors to discuss the identified strategic development projects.	UAC Uptown Promotion and Attraction Action Group Local and Regional Economic Development Entities
Meet with the PA DCED to discuss extending the Pennsylvania Enterprise Zone into the Uptown's industrial areas.	City UAC Uptown Development Projects Action Group
Develop an Uptown Marketing Program.	UAC
Work on strategic project implementation (e.g. financial feasibility, etc.).	Uptown Development Projects Action Group
Land and Building Use	
Gain control of key Uptown development project sites through land donations, land purchases, land swaps, options, right-of-first refusals and other means.	UAC City / City Redevelopment Authority Dauphin Co. DCED Landowners Uptown Development Projects Action Group Others
Revise zoning and land development regulations, as needed, to enable implementation of the "functional land use" concept and the related development projects.	City

#### Financing and Funding

ACTION	ACTION AGENTS
Target City programs and financial resources to Uptown.	City Uptown Financing Action Group
Seek and use state and federal funding for implementation (e.g., PA DCED's NAP / Comprehensive Services Program, etc.).	UAC Uptown Financing Action Group PA DCED for Funding
Meet with local financial institutions and encourage them to provide new sources of funding as part of their CRA requirements.	UAC Uptown Financing Action Group Uptown Finance Corporation (UFC) Local financial institutions
Create an Uptown Finance Corporation (UFC) and establish a Strategic Development Fund (SFD).	UAC Uptown Financing Action Group Uptown Finance Corporation (UFC)

### Sample Action Worksheet

Harrisburg Uptown Neighborhood Revitalization Action Strategy

Action:		Time Period:		
Related Activities	Action Agents	Costs & Funding Source(s)	Target Dates	Progress Notes

